DRIVERS OF PERFORMANCE OF TEXTILE PROJECTS IN KENYA: A CASE OF RIVATEX EAST AFRICA LIMITED PROJECTS

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Abstract

Textile projects play a significant role on basis of employment creation and heavy contribution towards Gross Domestic Production (GDP) in all nations, and especially developing nations. As vital as they are, textile projects have very low performance rate in Kenya and this has been experienced over the years since the introduction of structural adjustment programmes (SAPs) and liberalization of the market. Rivatex East Africa Limited (REAL) is among the leading textile manufacturer since being revived Eight years ago by Moi University. The general objective of the study was to establish drivers of performance of textile projects in Kenya. The target population was 215 employees of REAL. The study adopted a descriptive survey by use 140 respondents. A stratified sampling technique method was used and data was collected through the use of questionnaires. The secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed by use of quantitative method with the help of Statistical Package for Social Sciences (SPSS) version 21 and excel. The multiple regression analysis was used to establish the direction and strength of the relationship of the variables at 5% level of significance.Data collection was done using a questionnaire. A reliability coefficient of 0.7 or higher is recommended and was used as the threshold for accepting reliability. Data was analyzed using descriptive statistics using mean and standard deviation and inferential statistics such as Pearson correlation and regression analysis. The study variables were regressed at 5% level of significance to establish the strength and direction of their relationship. The analysis showed that managerial skills had the strongest positive (Pearson correlation coefficient =.843) influence on performance of textile projects. In addition, human resource capacity, access to finance and competitive environment are positively correlated to performance of textile projects with Pearson correlation coefficient of .587, .775 .690 and .606 with p-values of .029, 001, .005 and .010 respectively. Findings indicated that the variables positively and significantly influence the performance of textile projects. The study thus concludes that performance of textile projects is enhanced by management skills, access to finance, human resource capacity and competitive environment. It is therefore crucial for the management to be committed to performance of textile. They should therefore invest on improving managerial skills of the top level staff. Organizations also need to seek for more funding for its projects.

***Key Words**: Performance, Textile Projects, Human Resource Capacity, Managerial Skills, Access to finance, Competitive Environment*

Background of the Study

Textile projects are the base for economic growth, employment creation and foreign exchange earnings in Kenya. The industry can support the livelihood of over 200,000 small-scale farmers by providing market for cotton. It has the potential to employ about 30% of the labour force in the manufacturing sector (Chege, Ngui, & Kimuyu, 2014). Cotton production for textile projects offers the greatest potential for increased employment, poverty reduction, rural development and generation of increased incomes in arid and semi-arid areas of the country. The sub-sector has been identified as one that could help bring rapid economic development in the country. It has therefore been classified as a core industry in the development of textile projects through its long value chain by the Kenyan government (Maiyo & Imo, 2012a).

Looking at the textile-apparel sector as a whole, it was the fifth largest segment of industrial sector in terms of contribution to GDP in early 1990s (ACTIF, 2010) . It contributed 11 percent to the number of manufacturing enterprises in 2014 and, excluding EPZs, had a production turnover of Kshs.6.1 billion yearly between 2002 and 2004.

According to World Bank Group (2013),liberalization of the economy in 1990 resulted in the influx of textile goods into Kenya leading to decline in the performance of the cotton-textile industry and resulted in closure of most textile mills to 15 from 52. The average capacity utilization in the textile industry is currently less than50% and its textile and apparel projects have been affected. The textile sector was actually once the fifth largest foreign exchange earner in Kenya, but dropped to a very small contribution of the Gross Domestic Product (GDP) from mid and late 90s. However, due to the introduction of AGOA in the year 2000 to2008 performance rose steadily from US$ 64.4 to US$ 277.2 from 2001 to 2004 (Maiyo & Imo, 2012b).

Global Perspective of Performance of Textile value chain Projects

The history of development in the World Textile Industry was started in Britain as the spinning and weaving machines were invented in that country. Clothing and household goods were mainly made from wool and flax in Europe while in China and India the high population centres, they were made from cotton and to less extent silk and hemp (Solar, 2012). Later Hong Kong inclusive became leading producers due to their cheap labour supply which is an important factor for the industry. According to statistics, the global textile market possesses a worth of more than $400 billion presently as indicated by Coppage-Gross(2015). Asia is the world leader in textile consumption with 8.5 million tonnes, United States and Europe follows with 5.8 and 4.8 million tonnes respectively.

Local Perspective of Performance of Textile Projects

In Kenya global competition from other textile manufacturers has made it difficult to maintain the market share. Smugglers importing cheaper products has made the situation worse (Romberg, 2013). The Kenyan textile development was hampered by competitive environment due to market liberalization and as a result, local producers who were concentrating on the local market faced great competition from imports leading to decline in performance of the industry Maiyo & Imo (2012a). Olweny& Karuiki (2013) indicated that some textile firms operates on equipment of upto 38 years old which drew on more power for its output than modern equipment. Speed to market also requires fast and effective trade logistic Kenya fare unfavorably in the global market due to delays which escalates the cost to over US$ 2,000.

Rivatex East Africa Limited.

The Rift Valley Textiles Limited (RIVATEX) was established in 1976 by Kenyan government

represented by the Industrial and Commercial Development Corporation (ICDC) and a consortium of foreign investors. Till 1990, the company operated effectively and profitably. Early nineties the government embarked on structural Adjustment Programmes (SAPs) instituted by International Monetary Fund and the World Bank to make a shift from the protected domestic market to a more liberalized market (Maiyo& Imo, 2012a).

The textile industry including RIVATEX was badly hit by the SAPs as the industry was not ready for competition from the global arena and eventually ceased operations in the year 2000 and has indicated by Langan (2013) 70,000 jobs were lost in the entire textile industry . In 2007 the now Rivatex East Africa Limited (REAL) was acquired by Moi University for research, training and textile production purposes and through government support the company started modernization process though acquisition of new technology machines.

Statement of the problem
Textile projects have a unique position as a self-reliant industry from producing raw materials to delivering various final products. The industry has a major contribution to the country's Gross Domestic Product (GDP) through promotion of export and foreign exchange earnings and its links with other sectors of the economy such as agriculture. It is a labour intensive industry with numerous projects that adds value at each stage of the processing to its finished products and offer a huge potential for employment (CODA, 2012). The milling accounts for 75% and 25% of the apparel projects. As vital as they are, textile projects have very low performance rate in Kenya. With 8.9% decline in investment in 2007 and 2008 local employment reduced by 9.6%., this is against the spirit of the government ambition to create 500,000 jobs annually. Kenya has 52 textile mills, of which only 15 are currently operational and they operate at less than 45 percent of total capacity thus low productivity.

Rivatex East Africa Limited since the time of acquisition has been facing challenges of performance of its projects right from cotton production to apparel projects. This research intends to find out some of the drivers influencing performance of the company. REAL was studied with regard to how it has managed its projects, providing lessons to be learned and emulated by other organizations. The government has supported the company by funding to ensure that it fully revive as part of its strategy to promote cotton, value addition and integration with manufacturing sector to create employment opportunities for Kenyans ACTIF (2010).

Research Objectives

General Objective
The main objective of this research was to establish the drivers of performance of textile projects in Kenya.

Specific objectives
The specific objectives of the study were:

i. To establish influence of human resource capacity on performance of textile projects in Kenya.
ii. To examine effects of managerial skills on performance of textile projects in Kenya.
iii. To explore influence of access to finance on performance of textile projects in Kenya.
iv. To find out effects of competitive environment on performance of textile projects in Kenya.

LITERATURE REVIEW
This section reviews past studies done on drivers of performance of textile value chain projects. It also explores the theories that have been advanced in

relation to the study and empirical literatures as advanced by the recent and past scholars/researchers. Furthermore, this section develops the conceptual framework that guided the approach of the research and the dependent and independent variables that constitutes the study model.

Theoretical framework

Gray (2013), defines a theory as a set of interrelated concepts which can be used in the study, definitions, prepositions that have been put forth to explain or predict a scenario under study.

Human Capital Theory

From an organizational perspective, the human capital theory hypothesizes that in a perfectly operating labor market, organizational productivity increases as individuals become more highly trained. The overall link between training and development to productivity at the workplace is based on a concept referred to as factor pricing,(Martínez-Alemán, Pusser, & Bensimon, 2015). According to Baptista, Lima, & Mendonça (2012), human capital theorists insist on the importance of investment in education and imparting of the value of the worker. The theory assumes that organization specific training, such as in the events of changes, is likely to increase the organization long term productivity results on their training investment. The employees are more likely to have a better understanding of the structures resulting from the change and will use them appropriately to ensure productivity to the project. Olaniyan & Okemakinde, (2008) concludes that this leads to employees' satisfaction and will also influence the level of employee engagement thus project performance.

A proper investment in training and development by an organization on its employees increases their understanding of their duties, tasks and obligations.

Training also creates conducive environment for cooperation and collaboration within employees in performing their work. As depicted in Kenyan manufacturing firms that undertake training, it was shown to exhibit significant higher levels of labour productivity than firms that do not train their workers (Aggrey, Eliab, & Joseph, 2010).

According to Becker (2009); Olaniyan & Okemakinde(2008), human capital theory emphasizes the value addition that people are assets and emphasizes investment in people generate worthwhile returns for competition key among them in performance, productivity, flexible and capacity to innovate.This theory relates to human resource capacity and performance of textile projects.

Contingency Theory

Contingency theory developed by Fiedler in 1964 has been widely used in researches on measuring the performance and effectiveness of an organization (Moorthy et al., 2012) Contingency theory was developed by improving previous concepts of Taylor, Fayol and Weber which described recommendations that appeared effective under any circumstances. Contingency theory was an outgrowth of system theory and a reaction to one best way of organizing and managing. The basic assertion of contingency theory is that the environment in which an organization operates determines the best way for it to organize (Betts, 2011).

Contingency theory hold the view that the most appropriate structure for an organization is the one that best fits a given operating contingency, such as environment. As every company faces its own set of internal and external constraints as well as special environmental incidents that effect in distinctive levels of environmental uncertainties, there is no one optimal organization design for every company

because every company has different organizational culture and different perspective towards risk. This is true for projects because every project is unique with some expected level of performance and therefore lend itself to planning, financing and implementing (Prabhakar, 2009).

According to Crandall & Crandall (2010) contingency theory operates from the assumption that there is no one best way to carry out a task. Hence the perspective of contingency theory suggests that the most profitable firms are likely to be the ones that develop the best fit with their environments. In a manufacturing setting Contingency theory can be used to develop manufacturing flexibility. Flexibility implies that managers are using strategies that enable them to best match their capabilities with the demands of their operating environments. Flexibility can assist in coping with uncertainty which are common with projects as well as improving performance. The above theory instigated the second research objective: To establish the effect of managerial skills on the performance of textile projects.

Financial Literacy Theory

Financial literacy theory argues that the behavior of people with a high level of financial literacy might depend on the prevalence of two thinking styles according to dual-process theories: intuition and cognition. Dual-process theories embrace the idea that decisions can be driven by both intuitive and cognitive process. Dual process theories have been applied to several fields for instance reasoning and social cognition (Glaser & Walther, 2014). Financial literacy covers the combination of investors' understanding of financial products and concepts and their ability and confidence to appreciate financial risks and opportunities, to make informed choices, to know where to go for help, and to take other effective actions to improve their financial

well-being(Hassan Al-Tamimi & Anood Bin Kalli, 2009).

Financial literacy empowers investors by educating them to acquire relevant knowledge and skills in financial management. Financial knowledge helps to overcome most difficulties in advanced credit markets. Financial literacy allows the investors to encounter difficult financial times, through strategies that mitigate risk such as accumulating savings, diversifying assets, and purchasing insurance (Guiso& Jappelli, 2008). More importantly, financial literacy enhances decision making processes such as payment of bills on time, proper debt management which improves the credit worthiness of potential borrowers to support livelihoods, economic growth, sound financial systems, and poverty reduction. Financial literacy leads to more effective use of financial products and services, greater control of one's financial future and reduced vulnerability to overzealous retailers.

Financially literate investors are able to create competitive pressures on financial institutions to offer more appropriately priced and transparent services, by comparing options, asking the right questions, and negotiating more effectively. The results of Müller & Weber (2010) indicate that investors are able to evaluate and compare financial products, such as bank accounts, saving options, credit and loan options, payment mechanisms, investments, insurance coverage, so as to make optimal decisions. (Guiso & Jappelli, 2008) argues that financial literacy helps to inculcate individuals with the financial knowledge necessary to create household budgets, initiate savings plans, and make strategic investment decisions. Proper application of that knowledge helps investors to meet their financial obligations through wise planning, and resource allocation so as to derive maximum utility. This theory underpin the third objective which

intends to explore how access to finance influence performance of textile projects.

Porter's Theory of Competitive Advantage

Porter's Theory of Competitive Advantage Porter (1986)analyzed competitiveness and its implications in various industries where principles of competitive advantage are applied Porter (2008). Thereafter Porter's Theory of Competitive Advantage, which focuses upon individual industries, argues that every nation influence the ability of its firm to succeed in a particular industry (Porter, 1990a).The Porter's theory of Competitive Advantage contributes to understanding the competitive advantage. This theory encourages individual industries to build up to the economy as a whole, since the firms are the ones competing in the markets (Aiginger, 2006). These firms should have an understanding of the way firms create and sustain competitive advantage (Porter, 1986).

According to (Porter, 1990), a firm competitiveness depends on its ability to innovate and upgrade. Textile projects are very dynamic and changing fashion trends and demands of the customers need to be factored in the organization's strategies. A company will gain competitive advantage through responding to these trends, customer demands and new entrants which is a threat to one's market share. Once a company achieves competitive advantage through innovative processes of adding value to its products, it can only be sustained through continuous improvement. This is because any advantage can be imitated by competitors with time and stopping to make improvements and innovating will eventually lead to disadvantage edge for a company.

Competitive advantage is necessary to satisfy customers by fulfilling customers request (Porter, 1986). Michael Porter considers the competitiveness as a function of four major determinants: factor conditions; demand conditions; related and supporting industries, firm strategy, structure, and rivalry. The competitive advantage leads to explaining the role played by the vale chain on economic environment and thereby promoting firms' ability to compete in a particular industry. The Porter's theory of Competitive Advantage when applied in value chain, simply advocate for use of appropriate value chain strategy and having prudent practices to enhance the financial performance (Porter, 1990). The production of goods and services should be for those that can be produced at a lower opportunity cost (Porter, 1986). The Competitive advantage theory suggests that firm should go for policies that create high quality products to be sold at high prices .This theory relates to competitive environment and performance of textile projects.

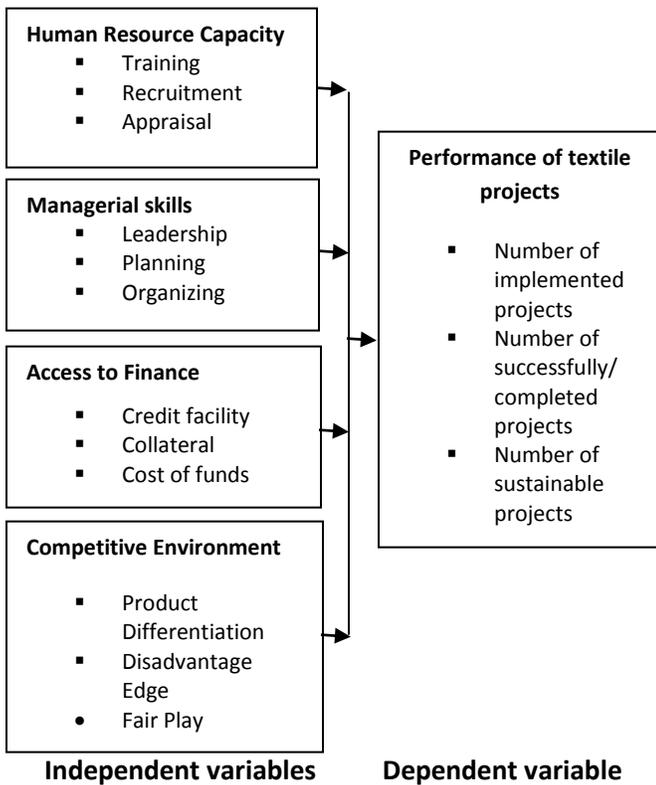**Resource-Munificence and Regional Competitiveness Theory**

The resource-munificence and regional competitiveness theories assert that urban areas have higher performance and produce more innovative products than do the peripheral regions (Martin, 2003). It is widely accepted that urban areas have higher performance and produce more innovative products than peripheral regions. Some empirical studies have shown that the operating environment of the firm moderates the relationship between sales growth rate and executives' propensity for risk taking(Huggins, Izushi, & Thompson, 2013). These findings could be taken to mean that the innovativeness of a growing firm is influenced by its location. This theory relates to competitive environment and performance of textile projects.

Conceptual framework

Mugenda and Mugenda, (2003)) defines conceptual framework as a concise description of the

phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study.

An independent variable causes a change or effect in others without itself being affected while the dependent variable is that which is influenced or affected by other variables. The dependent variable in this study will be performance of textile projects while the independent variables include human resource capacity, managerial skills, access to finance and competitive environment.

Human Resource Capacity
▪ Training
▪ Recruitment
▪ Appraisal

Managerial skills
▪ Leadership
▪ Planning
▪ Organizing

Access to Finance
▪ Credit facility
▪ Collateral
▪ Cost of funds

Competitive Environment
▪ Product Differentiation
▪ Disadvantage Edge
• Fair Play

Performance of textile projects
▪ Number of implemented projects
▪ Number of successfully/ completed projects
▪ Number of sustainable projects

Independent variables   **Dependent variable**

Conceptual Framework

Human Resource Capacity

Bratton & Gold (2012) notes that human resource capacity is ensuring that a project have the right number of employees with the right skills to contribute towards the achievement of the project

goals. Project managers manage their projects through their employees and other resources. Human resource management consists of creating the conditions that allow people to do their best on behalf of the project. Creating right conditions is a matter of motivating people, both individually and on an organizational scale. This is because the way employees are being organized to carry out their roles has changed drastically (Bredin& Söderlund, 2011). A project would become successful if it has a good thread of dedicated project team. The project manager wanting to succeed in project should be able to motivate the project team so that the project goals may be achieved. Therefore, determining human resource practices and policies in a project requires special attention.

Managerial Skills

Bose (2012)define management as the process of achieving organization objectives through getting things done by others. This means that management has a lot to do with enterprises human and other resources. Bose (2012) further discuss five functions of management: Planning laying of objectives and determining course of action to achieve those objective, Organizing is the process of establishing relationships among members of an organization; Staffing is determining human resource needs and recruiting, selecting, training, and developing human resources; Leading is directing and channeling human behaviour toward the accomplishment of objectives; Controlling is measuring performance against objectives, determining the cause of deviations, and taking corrective action where necessary.

Organizing is the process of creating a structure for the organization that enables its people to work effectively towards its vision, mission, and goals (Armstrong & Taylor, 2014) Organizing is an indispensable function in the management process.

Access to Finance

Access to finance is a key issue for poor performance of textile projects in Kenya. Maiyo & Imo (2012b) argued that most firms depends on credit finance from banks. Accessing credit, particularly for starting the projects, is one of the major constraints affecting textile projects. Government organizations in charge of projects often have fewer opportunities than other organizations to gain access to credit for various reasons, including lack of collateral, an unwillingness to accept organization assets as collateral and negative perceptions of the projects by financial institutions. In Kenya, textile projects are almost invisible to formal financial institutions they receive less than 10 per cent of commercial credits (CODA, 2012). When these projects do have access to credit, it is often in small amounts, whether this suits their needs or not.

According to Lindell & Hansson (2011) textile projects lack access to financial resources as well as management skills to start-up businesses in the textile industry. The cost of these finances is very high and collateral requirements are hard to fulfill. Even though there are micro-loan institutions, the loan are not sufficient to companies with growth potential. It is also hard to find an investor who is interested in the Kenyan textile industry. Most textile projects are likely to have less access to financial capital from capital retained earnings, internal funds and government support.

Competitive Environment

According to Welch (2006)small firms will never win on price, but they can compete on value and service, while the more specialized their product or service, the better. They can be flexible and adaptable to meet customers' needs, and through the clever use of social media, they can make their brand more 'loveable', which gives them the edge. Porters a generic strategy of differentiation is found to be passively correlating with uncertain environment which is common in textile value chain projects. Drawn from the work of Dana (2008), the success of these strategy is dependent on a number of success factors; differentiation requires marketing and technical factors, the projects should adapt to differentiation, creating a network of suppliers finally differentiation requires regular investments for its sustainability.

According to Saxena & Salze-Lozac'h (2010b) competitiveness is the degree to which enterprises operating in a free and fair market conditions, produce goods and services which meet the taste of local at the same time international markets. On the other hand it should maintain and expand the real income in the long run for its employees and for the benefit of the country at large. For textile projects to grow and deliver as anticipated there is need for a ready market for their goods and services. However, with internationalization which has open up free movement of good and service globally, competition is high and requires very high standards, maintaining participation of textile projects within those standards poses a challenge to in textile sector in Kenya (Maiyo & Imo, 2012b).

Performance of Textile Projects

Performance is how well or badly something is done, or it can be how well or badly something works. According to (Jones, 2013), performance can be measured in terms of outcomes or results produced. (Jones, 2013) argues that performance standards must be understood by all the groups in the organizations. The textile project managers must communicate the expected standards in the organization. In cases where the expected performance is not met managers are required to take corrective action then give to the subordinate a corrective feedback to meet the set performance standards. There are ranges of variables emerging that are recognized as having a positive impact on

performance. They state the variable as number of established projects, number of successfully completed/ delivered projects, sustainability of the projects, commitment, empowerment, leadership, culture, and flexibility learning. Rolstadas (2012) and Jones (2013) hold the position that commitment is thought to have better quality results of performance, lower turnover of employees, a greater capacity for innovation and more flexible employees

Empirical Review
Human Resource Capacity

A study analyzing the barriers to performance of textile (Gido & Clements, 2014) concludes that the lack of human resources and the external environment is the main impediments to improve innovation performance. At this point, it is worth mentioning that networks, as an important source of external information, are also crucial for adaption of the latest innovations. However, the scope of this study is limited to internal human resources of the firm; specifically internal knowledge-based resources. Maiyo & Imo (2012a) carried out a study on the Kenyan textile in a liberalized economy: an analysis of performance and challenges. It was concluded that there is inadequate supply of skilled labour as a result of lack of appropriate training programs for textile and apparel studies. This is supported by the findings of De (2014) which interprets "inadequate training" and "poor employee skills" as a challenge to organizational innovation thus affecting performance of textile projects.

Kaya & Patton (2011) study the effect of human resource capacity- knowledge-based resources on innovation performance of Turkish firms in different industries and they found a positive relationship between "knowledge-based resources, learning orientation and innovation performance". Additionally, in a study on the determinants of

organizational innovation capabilities in Vietnam supporting industries, i.e. cost reduction, quality and innovation capability, Tuan & Yoshi (2010)have found significant positive impact of "intellectual resources, skills, expertise and creativity of employees" on innovation performance of the firm. In short, the way knowledge is utilized in a firm determines its innovation performance.

Managerial Skills

Bloom & Van Reenen (2010) seek to determine why management practices differ across firms and countries. The findings confirm that large variations in productivity between firms and countries are as a result of differences in management practices. In addition management characteristics that affect firm performance are due to attitudinal, skills and behavioral characteristics. Competencies such as marketing strategies, utilization of market research, segmentation also plays a central role in performance of SMEs. Mwangi & Namusonge (2014) carried out a research on influence of innovation on micro and small enterprise (MSE) growth:- a case of garment manufacturing industries in Nakuru county. This study probed the influence of technological, product and process continuous improvement on growth of garment manufacturing industries in Nakuru. The study was able to establish a strong link between innovation and growth of businesses.

Study based on the seven textile companies operating in the North-West zone of Nigeria Gado & Nmadu (2012) revealed that procurement of new machineries with the associated technological know-how can lead to sustainable development. Human resources emphasis should be above goal emphasis which according this research showed that only one out of seven showed compliance. According to research carried out by Usman, Hassan, Mahmood, & Shahid (2014) on the performance of textile sector of Pakistan,

technologies used in production process should be upgraded to improve performance which is in agreement with the findings of Gado &Nmadu (2012).

Access to Finance

Beck & Demirguc-Kunt (2006) carried out a research on small and medium size enterprises suggest that, an important factor in a competitive environment for development process is access to finance which is an important component that facilitates a firm's entry, growth and exit. The research further suggests that, with well-developed institutions both legal and financial, firms will have equal chances to access finance and have better prospects of growth. Scarpetta, Fally, & Aghion(2007) present arguments to emphasize ability to access finance by small firms as being important to give them equal footing to compete with large firms. Scarpetta et al.(2007) further suggest that countries should make policies that improve financial markets so as to enhance the aggregate entry and particularly of small firms, through better selection of projects and post-entry growth of successful new firms.

A research by (Rahaman (2011) and Sufi(2009)indicated finance as one of the major factors related to the performance of small and medium enterprises (SMEs).They also hold the position that financial constraints significantly affect firm investment and eliminating the constraint will enhance the economic growth. It also suggests that the effect of financial sources on a firm is quantitatively important and that the real effect of financial structure is as a result of the wedge between the cost of internal and external sources of finance.

Competitive Environment

Wanjau, Gakure, &Kahiri (2012)carried a study on Relevance of Total Quality Management (TQM) to competitive apparel MSEs economic growth in Kenya. Their aim was to find out how quality management systems enable the firm to create new products and new markets to grow the economy. The study concluded that there is a competitive link between customer satisfaction and new quality products that can meet international standards that sustain growth to the firm. This can be achieved by continuously improving the skills of the designer, trainer, facilitators and equipping the design studios with modern technologies such as Computer Aided Designs (CAN), Modern Sewing Room Systems as well as size and fit equipment and tools necessary for achieving high quality apparels.

A study by Maiyo & Imo(2012a) on the Kenyan textile industry in a liberalized economy: an analysis of performance and challenges. This study probed the influence of high cost of production, unskilled labour and lack of trained manages, competition and lack of government support. It was concluded that there is need for operational cotton textile-apparel chain to enable co-ordination and consultation right from cotton farmers, yarn and fibre manufacturers and garment producers. Provisions of appropriate training programmes for textile and apparel studies should be designed by the relevant stakeholders. And government intervention needed to reduce electricity costs, improve transport and communication systems.

Critique of the Existing Literature
This literature review has revealed that there are several studies concentrated on the factors determining the performance of textile industry within the boundaries of liberalization of trade in the 1990s. Most of the issues raised include cost of production, outdated technology, unfavorable policies, competitive environment and financial difficulties (WB, 2013)Also, the past researchers have only identified a few strategies that are successfully being utilized by developing countries, as these can be applied to improve the Kenyan

textile projects. Therefore, even though previous studies have made important contributions to the literature and role of various enterprise factors on the growth of textile projects, there is a need for additional work to advance the knowledge regarding drivers of performance of these textile projects.

RESEARCH METHODOLOGY

This chapter presents the methodology applied in this study. The chapter begins by discussing the design to be used in the study. It is followed by target population, sample size and sampling procedure, data collection methods and procedures and finally data analysis and presentation of findings.

Research Design

A research design is the plan for data collection, reduction and analysis which is usually done to combine efficiency with economy in order to achieve the best result possible (Gatara, 2010). This study employed descriptive research design.

Target Population

According to Jha (2014) population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated. Population of interest in this study consisted of 215 employees (Managers, assistant managers, section heads and supervisors) of REAL

Sample and Sampling Technique

A sample size is a set of observations drawn from a population by a defined procedure (Creswell, 2003). Owing to practical difficulties with responses from large survey groups, a meaningful survey sample size was used. An appropriate sample size was calculated which is a representative sample size with known confidence and risk levels being selected, based on the work of Yamane (1967)

formula. The formula used by Yamane (1967) is shown below;

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size
N=Target population
 e= Proportion of the study
Therefore, the targeted population of the study will be 215 (N = 215). A 95% confidence level is deemed acceptable and thus statistically z = 2. Placing information in the above formula at a 95% confidence level and an error limit of 5% results in:

n = $\underline{\quad 215 \quad}$
1 + 215(0.05)^2

= 140 respondents

One hundred and forty respondents was the lowest acceptable number of responses to maintain a 95% confidence level and a 5% error level. Therefore, a proportionate sample size of approximately one hundred and fourty respondents which is 5% precision of the population was selected using simple random sampling technique from the identified study population. Cooper & Schindler (2008), states that stratified random sampling is appropriate when obtaining a sample from a heterogeneous population.

Data collection Tools

Data collection means gathering information in order to address those critical evaluation issues that you have identified earlier in the evaluation process. The researcher used primary data (questionnaires) to carry out the study. The questionnaire included structured (close-ended) and unstructured (open-ended) questions.

Reliability of Instruments

Reliability is the extents to which a research instrument yields findings that are consistent each time it is administered to same subjects (Gatara, 2010).The measurement of reliability provides consistency in the measurement variables. Internal consistency reliability is the most commonly used psychometric measure assessing survey instruments and scales. Cronbach alpha is the basic formula for determining the reliability based on internal consistency (Tavakol & Dennick, 2011). In order to test the reliability of the instruments, internal consistency techniques were applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is commonly recommended that indicates acceptable reliability and 0.8 or higher is good. This study adopted reliability threshold of 0.7 as recommended by Tavakol & Dennick (2011).To measure the reliability of the gathered data, Cronbach's alpha was applied. Cronbach's alpha is a coefficient of internal consistency. Suppose that we assume a sum of K components (K-items or test lets) $X=Y_1+Y_2+\ldots\ldots Y_k$. Cronbach's α

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum_{i=1}^{K}\sigma_{Y_i}^2}{\sigma_X^2}\right)$$

where σ_X^2 the variance of the observed total test scores, and $\sigma_{Y_i}^2$ the variance of component *i* for the current sample of persons.

If the items are scored 0 and 1, a shortcut formula is

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum_{i=1}^{K}P_iQ_i}{\sigma_X^2}\right)$$

where P_i is the proportion scoring 1 on item *i*, and $Q_i = 1 - P_i$. This is the same as   KR-20.

Alternatively, Cronbach's α can be defined as

$$\alpha = \frac{K\bar{c}}{(\bar{v} + (K-1)\bar{c})}$$

Where K is as above, $\bar{v}$ the average variance of each component (item), and $\bar{c}$ the average of all covariance's between the components across the current sample of persons (that is, without including the variances of each component).However, greater number of items in the test can artificially inflate the value of alpha and a sample with a narrow range can deflate it, so this rule will be used with caution.

Data Analysis and Presentation

Kothari (2004)) define data analysis as a mechanism for reducing and organizing data to produce findings that require interpretation by the researcher. Quantitative data was collected. Once the questionnaires were received, they were coded for easy analysis and edited for completeness and consistency. The questionnaire was coded according to each variable of the study to ensure accuracy during analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel. Descriptive statistics such as measures of central tendency and dispersion along with percentages were used to organize and summarize numerical data whose results were presented in tables, pie charts, column and bar graphs for easy interpretation of the findings. Content analysis was employed to analyze the qualitative data where necessary. Descriptive statistics by use of standard deviation was used to analyze data. The standard deviation formula was as follows:-

$$s = \sqrt{\frac{\sum(X - \bar{X})^2}{n-1}}$$

Where:-

S = sample standard deviation; $\sum$ = sum of...; $\overline{X}$ = sample mean; n = number of scores in sample. Data will be presented in the form of frequency distribution tables, graphs and pie charts that facilitated description and explanation of the study findings. The findings were presented using tables, charts and graphs for further analysis and to facilitate comparison.

In order to analyze the relationship between the independent variables and dependent variable, the study further adopted the inferential statistical analysis. The tests of significance used multiple regression analysis which yielded the coefficient of determination (R^2), t − tests, z − tests and p − values. The choice of this technique was guided by the variables, sample size and the research design. The multiple regression model was carried out at 5% level of significance to establish the strength and direction of the relationship between the independent variables and dependent variable. The following multiple regression model that aided the analysis of the variables relationship was as follows:

Y= a + B$_1$*X$_1$ + B$_2$*X$_2$ + B$_3$*X$_3$ + B$_4$*X$_4$ + e

Where;

Y= Performance of textile projects (Dependent Variable); a = Constant; b$_1$, b$_2$, b$_3$ and b$_{4=}$ coefficients; X$_{1=}$Human resource capacity (Independent Variable); X$_{2=}$Managerial skills (Independent Variable); X$_{3=}$ Access to finance (Independent Variable); X4$_=$ Competitive environment (Independent Variable); e = error term

To test the level of significance of each independent variables against dependent variable the study used the model summary ANOVA and Coefficient Regression. According to the model summary Table, R is the correlation coefficient which shows the relationship between the indepednt variables and depedent variable. The coefficient of determination

(R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that was studied to explain performance of textile projects as represented by the R^2. This therefore means that other factors not studied in this research contributed to a certain percentage on performance of textile projects.Further, the study revealed the significance value as thus the model may be statistically significant in predicting how human resource capacity, managerial skills access to finance, competitive environment and performance of textile projects.

RESULTS AND DISCUSSIONS

This chapter is a presentation of results and findings obtained from field responses and data broken into two parts; descriptive statistics using statistical measures such as mean, standard deviation, graphs and charts to explore the nature of the results of the variables under study and regression analysis to determine the relationship between the study variables and the extent of the relationship between and among the variables.

Response Rate

From the data collected, out of the 140 questionnaires administered, 100 questionnaires were fully completed and returned making a response percent of 71.42%. This high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method where the questionnaires were picked at a later date to allow the respondents ample time to fill the questionnaires. The response rate was therefore adequate for the study to make relevant conclusions basing on the responses.

Pilot Test Results

Reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instruments. It is therefore, an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure. In this study, cronbach alpha which is a reliability coefficient was used to indicate how well the items in the set are correlated to each other. The cronbach alpha was computed in terms of the average inter-correlations among the items measuring the concepts. The recommendation for cronbach alpha is that the closer the alpha is to 1 the higher the reliability (Tavakol & Dennick, 2011). A value of at least 0.7 is recommended. Cronbach's alpha is the most commonly used coefficient of internal consistency and its computed as;

Alpha= Nr÷ 1 r(N 1)

Where

r = mean inter item correlation

N = number of items in the scale.

Since it is tedious to calculate the correlation of each item with every other item to derive the mean inter-item correlation., computer packages in statistics was used (Mugenda, 2008; Kothari, 2004; Tavakol & Dennick, 2011;).The mean, standard deviation and variance on the dependent and independent variable were used to show how clustered or dispersed the variables were, this gave the idea of how well the questions were framed for tapping the concepts. Inter correlation matrix of the variables was used to give indications of how closely or unrelated the variables under investigation were.

Goodness of measures was also done through testing of reliability and validity. Reliability was done by testing for both consistency and stability. Consistency indicated how well the items measuring

the concepts produce the same results. Cronbach's alpha was used to measure reliability. This was done on the four objectives of the study. For validity tests, factor analysis was used to reveal whether the dimensions were indeed tapped by the items in the measures. The Cronbach's alpha results were ranging between 0. 709 and 0.778 and therefore the construct were acceptable.

According to the findings all the dimensions are not perfectly correlated as their correlation coefficients fall between 0 and 1.

Demographic Characterization of the Respondents

The study sought to find out the demographic information of the respondents which included gender, age, marital status and the level of education.

Gender Distribution

Based on the findings, a simple majority (53%) were male respondents with (47%) being females respondents. The results indicate that the two genders were adequately represented in the study since there is none which was more than the two-thirds.

Age Distribution

The study established the respondent's age distribution. From the findings, majority (45%) indicated that they ranged between 41-50 years, followed by those who indicated that they are 51 and above years at 35% with few (15%) and (5%) and indicating that they were 31-40 years and 20-30 years respectively. This implies that respondents were well distributed in terms of their age during the study.

Level of Education

From the study findings majority (40%) indicated that they had university first degree, followed by those who indicated that they had diploma at (40%)

with few (15%) indicating that they had master's degree and (5%) doctorate qualification respectively and this implies that respondents were well educated and that they were in a position to respond to research questions with ease. The findings therefore indicate that the respondents had the capacity, skills and expertise to apply in day to day running of textile projects in the study area.

Work Experience

According to the findings a simple majority (40%) of the respondents indicated that they had been in the implementation of the projects for a period ranging from 5-9 years followed by those who indicated that they had been in the implementation of the projects for a period of 10-19 years at 30%, (20%) indicating that they had 0-4 years and with only few (10%) indicating that they had been in implementation of the projects for a period more than 20 years.

HUMAN RESOURCE CAPACITY

Employee recruitment process

The study sought to establish how the organization recruits employees for the projects. According to the study findings a simple majority (26%) of the respondents stated the employees are recruited through managers, 24% stated by the employees referrals,13% posited by relatives, 20% of the respondents indicated through friends and 17% stated through the applications and interviews made through the advertisements. From the results it can be deduced that employee recruitment process is not objective thus affecting performance of projects in the organization.

Employee appraisal influence on number of implemented projects

The study sought to establish whether employee appraisal increases number of sustainable projects implemented by the organization. From the study results, 66% of the respondents indicated that it improved productivity by giving timely feedback; 55% stated it enabled the organization to make informed decisions, 70% of the respondents stated that it supported the employee's efforts at improvement via feedback and assistance and 72% of the respondents indicated that it ensured the employee's involvement and commitment to improving project sustainability. From this study there is clear evidence that appraising employee can enhance the number of sustainable projects in the organization.

Influence of staff training on the number of sustainable projects implemented

The study sought to establish if training of staff did increase number of sustainable projects implemented by the organization. From the study results, 66% of the respondents stated that it allowed the employees to do their best on behalf of the project. 56% of the respondents that it provided project team with the necessary knowledge and skills, 60% cited that project team was motivated so that project goals may be achieved and 68% of the respondents indicated that it helped the project personnel know-how to perform their duties effectively. This implies that training of staff did enhance increase number of sustainable projects implemented by the organization.

Recruitment of Staff

The study sought to find out how the organization filled vacant positions for the projects implemented by the organization. From the study results, 55% of the respondents indicated by the internal promotions and 45% stated the external recruitment. This indicates that the organization could not get adequate external experts to offer their expertise to enhance performance of the textile projects.

Training of staff increases number of implemented project

The study sought to find out how the training of staff increases number of implemented projects by the organization. From the study results, 86% of the respondents stated that it allowed the employees to do their best on behalf of the project, 64% stated that it provided project team with the necessary knowledge and skills, 55% of the respondents stated that the project team is motivated so that project goals may be achieved and 84% of the respondents stated that it helped the project personnel know-how to perform their duties effectively.

Employee appraisal increases number of sustainable projects implemented

The study sought to establish whether employee appraisal increases number of sustainable projects implemented by the organization. From the study results, 66% of the respondents indicated that it improved productivity by giving timely feedback; 55% stated it enabled the organization to make informed decisions, 70% of the respondents stated that it supported the employee's efforts at improvement via feedback and assistance and 72% of the respondents indicated that it ensured the employee's involvement and commitment to improving project sustainability. From this study there is clear evidence that appraising employee can enhance the number of sustainable projects in the organization.

Training of staff on successfully implemented projects

The study sought to find out how the training of staff increases number of successfully implemented projects by the organization. From the study results, 68 % of the respondents stated that it allowed the employees to do their best on behalf of the project, 56% stated that it provides project team with the necessary knowledge and skills, 44% of the

respondents stated that the project team was motivated so that project goals may be achieved and 72% of the respondents stated that it helped the project personnel know-how to perform their duties effectively. This implies that training of staff helps improves employee performance which is in agreement with the finding of Konings & Vanormelingen (2015) that employee training helps in ensuring that the project personnel know-how to perform their duties according to the industry best practices.

Hiring of staff on number of implemented projects

The study sought to find out whether hiring of staff did increase number of implemented projects by the organization. From the study results, 86% of the respondents stated that it allowed the employees to do their best on behalf of the project, 55% stated that it help the project have competent employees to implement the project, while 45% of the respondents were of the view that the project team is motivated so that project goals may be achieved furthermore, 75% of the respondents stated that it helped the project personnel know-how to perform their duties effectively. This is an indication that hiring of staff by the organization will enhance the number of implemented projects. This will be influenced by selection criteria used by the hiring manager whereby the right people will be hired if the selection process is done objectively.

Hiring of staff on successfully implemented projects

The study sought to find out whether hiring of staff did increase number of successfully implemented projects by the organization. From the study results, 76% of the respondents stated that it allowed the employees to do their best on behalf of the project, 82% stated that it provided project team with the necessary knowledge and skills, the results further showed that 68% of the respondents reported that the project team is motivated so that project goals may be achieved and according to the view of 90%

of the respondents that it helped the project personnel know-how to perform their duties effectively.

MANAGERIAL SKILLS

Meetings on performance of the textile projects

The study sought to find out on how frequent they held meetings on performance of the textile projects in the organization. The study results showed that 49% of the respondents indicated annually, 25% of the respondents posited semi-annually, 18% of the respondents stated monthly and 5% stated weekly and 3% daily. This can be deduced that meetings are not held frequently thus affecting performance of the textile projects in the organization. This is because most of the decisions affecting projects need to be reviewed at least monthly.

Participants on performance of the textile projects

The study sought to establish who normally attends the meeting for performance of the textile projects in the organization The study results showed that 42% of the respondents indicated general staff, 30% of the respondents posited lower level management, 18% of the respondents stated middle level management and 10% stated senior level management. This can be deduced that meetings are not attended by the managers who are involved in decision making thus affecting performance of the textile projects in the organization. The study findings are in agreement with literature review by Armstrong & Taylor (2014) who indicated that controlling project activities is important by ensuring that senior level management in the management process to enhance performance of textile projects.

Leadership skills on increase of number of implemented projects

The study sought to establish whether leadership skills increase number of implemented projects by the organization. From the study results, 68% of the respondents indicated that it improved productivity by giving timely feedback; 56% stated that it made informed personnel decisions regarding promotion, job changes, and termination;86% indicated that it identified what was required to perform a job (goals and responsibilities of the job); 64% stated that assessed an employee's performance against project goals; 54% posited that to work to improve the employee's performance by naming specific areas for improvement, developing a plan aimed at improving these areas,78% of the respondents indicated that supporting the employee's efforts at improvement via feedback and assistance and 60% of the respondents agreed that it enable in ensuring the employee's involvement and commitment to improving his/her project performance. This can be deduced that leadership skills can enhance increase number of implemented projects by the organization.

Organizing skills on number of sustainable textile projects

The study sought to find out whether organizing skills did increase number of sustainable projects implemented by the organization. From the study results, 66% of the respondents stated that it allowed the employees to do their best on behalf of the project, 82% stated that it provided project team with the necessary knowledge and skills, 68% of the respondents stated that the project team is motivated so that project goals may be achieved and 56% of the respondents stated that it helped the project personnel know-how to perform their duties effectively. This implies that organizing skills are important to increase number of sustainable projects implemented by the organization.

Planning skills on increase of number of implemented textile projects

The study sought to find out whether planning skills did increase number of implemented projects by the organization. From the study results, 78% of the respondents stated that it allowed the employees to do their best on behalf of the project, 88% stated that it provided project team with the necessary knowledge and skills, 56% of the respondents stated that the project team is motivated so that project goals may be achieved and 80% of the respondents stated that it helped the project personnel know-how to perform their duties effectively. This implies that planning skills are important to increase number of projects implemented by the organization.

Organizing skills on increase of number of successfully implemented projects

The study sought to find out whether organizing skills did increase number of successfully implemented projects by the organization. From the study results, 66% of the respondents stated that it Improved productivity by giving timely feedback on performance of the projects, 58% stated that it enabled the organization to make informed decisions, 60% of the respondents stated supported the employee's efforts at improvement via feedback and assistance and 64% of the respondents stated that it ensured the employee's involvement and commitment to improving project sustainability.. This implies that organizing skills are important to increase number of successful projects implemented by the organization.

Organizing skills on increase of number of sustainable projects implemented

The study sought to find out whether organizing skills did increase number of sustainable projects implemented by the organization. From the study results, 88% of the respondents stated that it allowed the employees to do their best on behalf of the project, 56% stated that it provided project team with the necessary knowledge and skills, 60%

of the respondents stated that the project team is motivated so that project goals may be achieved and 54% of the respondents stated that it helped the project personnel know-how to perform their duties effectively. This implies that organizing skills are important to increase number of sustainable implemented projects by the organization.

Planning skills on increase of number of sustainable projects implemented

The study sought to find out whether planning skills did increase number of sustainable implemented projects by the organization. From the study results, 64% of the respondents stated that it allowed the employees to do their best on behalf of the project, 54% stated that it provided project team with the necessary knowledge and skills, 86% of the respondents stated that the project team is motivated so that project goals may be achieved and 68% of the respondents stated that it helped the project personnel know-how to perform their duties effectively. This implies that planning skills are important to increase number of sustainable projects implemented by the organization

Leadership skills on increase of number of successfully projects implemented

The study sought to find out whether leadership skills did increase number of successfully implemented projects by the organization. From the study results, 76% of the respondents stated that it allowed the employees to do their best on behalf of the project, 66% stated that it provided project team with the necessary knowledge and skills, 56% of the respondents stated that the project team is motivated so that project goals may be achieved and 80% of the respondents stated that it helped the project personnel know-how to perform their duties effectively. This implies that leadership skills are important to increase number of successfully projects implemented by the organization.

ACCESS TO FINANCE

Cost of capital on performance of textile projects

The study sought to find out whether cost of capital did affect performance of textile projects by the organization. From the study results, 56% stated that it Increased the number of the proposed projects, 60% of the respondents stated that increased the number of successfully completed/delivered projects and 66% of the respondents stated that it lead to sustainability of established projects. This implies that cost of capital affected performance of textile projects.

Collateral on performance of textile projects

The study sought to find out whether collateral did affect performance of textile projects by the organization. From the study results, 76% stated that it Increased the number of the proposed projects, 86% of the respondents stated that increased the number of successfully completed/delivered projects and 84% of the respondents stated that it lead to sustainability of established projects. This implies that collateral affected performance of textile projects.

Access to financial medium on performance of textile projects

The study sought to find out whether access to financial medium did affect performance of textile projects by the organization. From the study results, 54% stated that it Increased the number of the proposed projects, 58% of the respondents stated that increased the number of successfully completed/delivered projects and 66% of the respondents stated that it lead to sustainability of established projects. This implies that access to financial medium (financial facilitation) affected performance of textile projects.

Access to government funding on performance of textile projects

The study sought to find out whether access to government funding did affect performance of textile projects by the organization. From the study results, 48% of the respondents indicated they have accessed to government funding, 36% indicated these haven't accessed government funding and 16% were not sure. It is noted that projects had accessed government funding which facilitated performance.

Reasons of textile projects not accessing funding

The study sought to establish the reasons of textile projects not accessing funding. From the study results, 65% of the respondents stated that cconditions were too stringent, 68% indicated corruption in giving out funds, and 46% posited it required security and 66% stated that the process was too technical. This implies that stringent conditions, security, corruption in giving out funds and process being technical affected performance of textile projects.

Alternative financial institution for the textile projects

The study went further to establish the alternative financial institution the textile projects accessed funds. According to the study results, 65% of the respondents stated that micro finance institutions, 68% indicated commercial bank and 66% stated that the cooperative societies. This implies that financial institutions played a significant role towards performance of textile projects in the organization.

Reasons for textile projects do not receive funds from alternative financial institutions

The study went further to establish the reasons of textile projects not accessing funding from the alternative financial institutions. From the study results, 64% of the respondents stated that tough

conditions for small businesses, 66% indicated process being too technical, 56% stated that the process was too procedural and 68% posited unfavourable bank policy. This implies that there were stringent conditions, unfavourable bank policy, process being technical and too procedural affected performance of textile projects.

COMPETITIVE ENVIRONMENT
Product differentiation affected performance of textile projects

The study went further to establish whether product differentiation affected performance of textile projects. From the study results, 86% of the respondents stated that it increased the number of the proposed projects, 68% of the respondents stated that it increased the number of successfully completed/delivered project and 56% posited that it led to sustainability of established projects . This can be deduced that product differentiation influence performance of textile projects.

Competitive disadvantage edge affected performance of textile projects

The study went further to establish whether competitive disadvantage edge affected performance of textile projects. From the study results, 76% of the respondents stated that it increased the number of the proposed projects, 54% of the respondents stated that it increased the number of successfully completed/delivered project and 60% posited that it led to sustainability of established projects. This can be deduced that competitive disadvantage edge influence performance of textile projects.

Fair play brought by competition affected performance of textile projects

The study went further to establish whether fair play brought by competition affected performance of textile projects. From the study results, 88% of the respondents stated that increased the

profitability, 58% stated that it increased the customer base and 66% indicated it led to sustainability of established projects. This can be deduced that fair play influence performance of textile projects. According to Saxena & Salze-Lozac'h (2010) competitiveness is the degree to which enterprises operating in a free and fair market conditions, produce goods and services which meet the text of local at the same time international markets. On the other hand it should maintain and expand the real income in the long run for its employees and for the benefit of the country at large. For textile projects to grow and deliver as anticipated there is need for a ready market for their goods and services. However, with internationalization which has open up free movement of good and service globally, competition is high and requires very high standards, maintaining participation of textile projects within those standards poses a challenge to in textile sector in Kenya (Maiyo & Imo, 2012b).

Product differentiation strategy on performance of textile projects

The study went further to establish type of product differentiation strategy to enhance performance of textile projects. From the study results, 12% of the respondents stated niche offer, 52% indicated brand identification, and 12% stated price differentiation and 24% of the respondents stated incorporation of attributes (quality or price). This can be deduced that brand identification can be enhanced to promote performance of textile projects. According to Saxena & Salze-Lozac'h (2010) competitiveness is the degree to which enterprises operating in a free and fair market conditions, produce goods and services which meet the text of local at the same time international markets. On the other hand it should maintain and expand the real income in the long run for its employees and for the benefit of the country at large. For textile projects to grow and deliver as

anticipated there is need for a ready market for their goods and services. However, with internationalization which has open up free movement of good and service globally, competition is high and requires very high standards, maintaining participation of textile projects within those standards poses a challenge to in textile sector in Kenya (Maiyo & Imo, 2012b).

Reasons for not winning government preference
The study went further to establish reasons for not winning government preference its textile projects. From the study results, 56% of the respondents stated ccorruption and favouritism, 25% stated technical process, 44% indicated the hard to get relevant information, 60% stated the high standard quality of work and 56% of the respondents indicated the hard to get necessary financial support. This can be deduced that ccorruption and favouritism, technical process, hard to get relevant information, and high standard quality of work influenced performance of textile projects. For textile projects to grow and deliver as anticipated there is need for a ready market for their goods and services.

Results from competition within the industry of textile projects
The study went further to determine the results from competition within the textile industry. From the study results, 56% of the respondents stated that accountability, 68% of the respondents indicated transparency and 88% stated the high quality products and services. This implies that accountability, transparency and high quality products services affected performance of textile projects.

Competitive gap
The study went further to determine how textiles projects were looking to increase the competitive gap. From the study results, 66% of the respondents stated that By adding greater value

through innovation, 68% of the respondents indicated By making the process of visiting a competitor routine and controlled and 88% stated the By enhancing the overall in-house experience. This implies that textile projects were striving to increase the competitive gap to be relevant in the market.

Impact of competition on performance of textile projects
The study went further to determine whether competition affected the way performance is enhanced in textile projects. From the study results, 45% of the respondents stated that greater selection of products, 66% showed that lower prices, 80% indicated the greater range of services, 66% stated more advertisement, 68% of the respondents showed greater emphasis on customer satisfaction.. This implies that competition greatly influenced performance of the projects.

PERFORMANCE OF TEXTILE PROJECTS
Rate of change on successfully implemented projects
The study sought from the respondents to indicate rate of change of successfully implemented projects in the organization the last five years (2011 to 2015). The study established that the successfully implemented projects had made a good increase with an average of 38% of the respondents stated that it increased by 10%, with an average of 39% of the respondents indicated that it increased by more than 10%, with an average of 42% of the respondents posited that it increased by less than 10%, with an average of 38% of the respondents cited that it decreased by 10%, with an average of 36% of the respondents indicated that it decreased by more than 10% and an average of 38% of the respondents indicated that it decreased by less than 10% in the last five years. The study findings imply

that there was slight improvement on successfully implemented projects in the organization in the last five years .

Rate of change on successfully completed projects
The study sought from the respondents to indicate the percentage rate of change of successfully completed projects in the organization the last five years (2011 to 2015). The study established that the employee productivity had made a good increase with an average of 39 % of the respondents stated that it increased by 10%, with an average of 36 % of the respondents indicated that it increased by more than 10%, with an average of 40 % of the respondents posited that it increased by less than 10%, with an average of 34 % of the respondents cited that it decreased by 10%, with an average of 35 % of the respondents indicated that it decreased by more than 10% and an average of 35 % of the respondents indicated that it decreased by less than 10% in the last five years. The study findings imply that there was on employee retention in the organization in the last five years.

Rate of change on number of sustainable projects
The study sought to find out percentage rate of change on the increase of number of sustainable projects in the organization the last five years (2011 to 2015). The study established that the employee productivity had made a good increase with an average of 36 % of the respondents stated that it increased by 10%, with an average of 38 % of the respondents indicated that it increased by more than 10%, with an average of 43 % of the respondents posited that it increased by less than 10%, with an average of 54 % of the respondents cited that it decreased by 10%, with an average of 37 % of the respondents indicated that it decreased by more than 10% and an average of 39 % of the respondents indicated that it decreased by less than 10% in the last five years. The study findings imply

that there was on employee retention in the organization in the last five years.

CORRELATION ANALYSIS
Pearson correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Pearson correlation coefficients range from -1 to +1. Negative values indicates negative correlation and positive values indicates positive correlation where Pearson coefficient <0.3 indicates weak correlation, Pearson coefficient >0.3<0.5 indicates moderate correlation and Pearson coefficient>0.5 indicates strong correlation. The analysis of correlation results in Table 4.6 illustrates that between human resource capacity and performance of textile projects there is a positive coefficient 0.602, with p-value of 0.011. It indicates that the result is significant at α =5% and that if the human resource capacity increases it will have a positive impact on performance of textile projects. The correlation results between managerial skills and performance of textile projects also indicates the same type of result where the correlation coefficient is 0.872 and a p-value of 0.001 which significant at α = 5%. The results also show that there is a positive association between access to finance and performance of textile projects where the correlation coefficient is 0.790, with a p-value of 0.002. Further, the result shows that there is a positive association between competitive environment and performance of textile projects where the correlation coefficient is 0.754, with a p-value of 0.009. This therefore infers that managerial skills contributed most to performance of textile projects followed by access to finance in performance of textile projects, then competitive environment while human resource capacity had the least influence on performance of textile projects. The correlation matrix implies that the independent variables are very major drivers of performance of textile projects as shown by their

strong positive relationship with the dependent variable; performance of textile projects.

Correlation Coefficients

		Performance of textile projects	Human resource capacity	Managerial skills	Access to finance	Competitive environment
Performance of textile projects	R	1.000				
	Sig. (2-tailed)	.				
	N					
Human resource capacity	R	.602				
	Sig. (2-tailed)	.011				
	N	100				
Managerial skills	R	.872	1.000			
	Sig. (2-tailed)	.001	.			
	N	100	100			
Access to finance	R	.790	.142	1.000		
	Sig. (2-tailed)	.002	.001	.		
	N	100	100	100		
Competitive environment	R	.754	.037	.046	1.000	
	Sig. (2-tailed)	.009	.000	.001	.	
	N	100	100	100	100	

* Correlation is significant at the 0.05 level (2-tailed)

Multiple Regression Analysis

In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the performance of textile projects. The study applied the statistical package for social sciences (SPSS V. 21) to code, enter and compute the measurements of the multiple regressions for the study. According to the model summary Table 4.7, R is the correlation coefficient which shows the relationship between the indepednt variables and depedent variable. It is notable that there extists strong positive relationship between the indepednt variables and depedent variable as shown by R value (0.888). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 78.90% of the performance of textile projects as represented by the R^2. This therefore means that other factors not studied in this research contribute 21.10% to the performance of textile projects. This implies that these variables are very significant therefore need to be considered in any effort to boost performance of textile projects in the organization. The study therefore identifies variables as critical drivers influencing performance of textile projects.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888	.789	.765	.116

Further, the study revealed that the significance value is 0.002 which is less that 0.05 thus the model is statistically significance in predicting how human resource capacity, managerial skills, access to finance and competitive environment affect performance of textile projects. The F critical at 5% level of significance was 2.221. Since F calculated (15.308) is greater than the F critical (value = 2.221), this shows that the overall model was significant.

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.305	4	2.5763	15.308	.002[a]
	Residual	15.987	95	.1683		
	Total	26.292	99			

NB: F-critical Value = 2.221; **Predictors: (Constant):** Human resource capacity, Managerial skills, Access to finance, Competitive environment.

The study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 4.9 Multiple regression analysis was conducted as to determine the relationship between performance of textile projects and the four variables. As per the SPSS generated table below, the model equation would be ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$) becomes: Y= 50.098+ 0.587X1+ 0.775X2+ 0.690X3 + 0.606X4. This indicates that performance of textile projects = 50.098 + 0.587(Human resource capacity) + 0.775(Managerial skills) + 0.609(Access to finance) + 0.606(Competitive environment). According to the regression equation established, taking all factors into account (human resource capacity, managerial skills, access to finance and competitive environment) constant at zero, performance of textile projects was 50.098. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in human resource capacity will lead to a 0.587 increase in performance of textile projects.; a unit increase in managerial skills will lead to a 0.775 increase in performance of textile projects, a unit increase in access to finance will lead to a 0.690 increase in performance of textile projects and a unit increase in competitive environment will lead to 0.606 increase in performance of textile projects. This infers that managerial skills contributed most to performance of textile projects in the organization. At 5% level of significance, human resource capacity had a 0.029 level of significance; managerial skills showed a 0.001 level of significance, access to finance showed a 0.005 level of significance and competitive environment showed a 0.010 level of significance hence the most significant factor was managerial skills.

Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	P-value.
		B	Std. Error	Beta		
1	(Constant)	50.098	1.223		2.615	.035
	Human resource capacity	.587	.193	.402	3.098	.029
	Managerial skills	.775	.150	.554	7.087	.001
	Access to finance	.690	.117	.516	6.008	.005
	Competitive environment	.606	.173	.463	4.546	.010

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study sought to establish the drivers of performance of textile projects in Kenya.

How does human resource capacity affect performance of textile projects in Kenya?

The study sought to establish whether human resource capacity affect performance of textile projects in the organization. From the descriptive analysis, the study results revealed that majority of the respondents indicated that employees were recruited through the employee's referrals, managers, relatives, friends, advertisements. There was little external recruitment. The study established that employee appraisal increase number of implemented projects by the organization though improved productivity by giving timely feedback; enabled informed personnel decisions regarding promotion, job changes, and termination; identified what was required to perform a job (goals and responsibilities of the job); assessed an employee's performance against project goals; improved the employee's performance by naming specific areas for improvement, developing a plan aimed at improving these areas, supporting the employee's efforts at improvement via feedback and assistance and ensuring the employee's involvement and commitment to improving his/her project performance, the employees to do their best on behalf of the project, provided project team with the necessary knowledge and skills, project team was motivated so that project goals may be achieved and helped the project personnel know-how to perform their duties effectively.

Further, the study revealed that the variable(Pearson correlation coefficient =.587) and p-value (0.029 < 0.05) statistically, moderately and significantly correlated to performance of textile projects in the organization at 5% level of significance as it had a positive relationship with the dependent variable.

This also reveals that the more human resource capacity improves the more the performance of textile projects in the organization Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of human resource capacity on performance of textile projects in the organization was achieved because it established that human resource capacity influences performance of textile projects in the organization.

Do managerial skills influence performance of textile projects in Kenya?

From study results as the respondents stated that they mostly met annually to discuss the performance of the projects and senior level management does not frequently meet affecting decision making in regard to performance of the projects. The study established that leadership, planning and organizing skills increase number of implemented projects by the organization; improved productivity by giving timely feedback; made informed personnel decisions regarding promotion, job changes, and termination; perform a job (goals and responsibilities of the job); assessed an employee's performance against project goals; to improve the employee's performance by naming specific areas for improvement, developing a plan aimed at improving these, supporting the employee's efforts at improvement via feedback and assistance and ensuring the employee's involvement and commitment to improving his/her project performance.

Further, the study revealed that the variable(Pearson correlation coefficient =.775) and p-value (0.001 < 0.05) statistically, strongly and significantly correlated to performance of textile projects in the organization at 5% level of significance as it had a positive relationship with the dependent variable. This reveals managerial skills are an important factor that can enhance performance of textile projects in the organization.

This also reveals that the more managerial skills improves the more the performance of textile projects in the organization Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of managerial skills on performance of textile projects in the organization was achieved because it established that managerial skills influenced performance of textile projects in the organization.

How does access to finance influence performance of textile projects in Kenya?

From the descriptive analysis, the respondents stated that it increased the number of the proposed projects, increased the number of successfully completed/delivered projects and led to sustainability of established projects. This implies that cost of capital and collateral affected performance of textile projects. The study also established that conditions were too stringent, corruption in giving out funds, it required security and the process was too technical. Further, the study revealed that the variable(Pearson correlation coefficient =.0.690) and p-value (0.005 < 0.05) statistically, strongly and significantly correlated to performance of textile projects in the organization at 5% level of significance as it had a positive relationship with the dependent variable. This reveals access to finance is an important factor that can increase performance of textile projects in the organization. This also reveals that the access to finance is the more the performance of textile projects in the organization. Therefore, from these quantitative results it can be presumed that the study which sought to establish the influence of access to finance on performance of textile projects in the organization was achieved because it established that access to finance influenced performance of textile projects in the organization.

How does competitive environment influence performance of textile projects in Kenya?

From the descriptive analysis, the study results showed that the respondents stated that product differentiation increased the number of the proposed projects, number of successfully completed/delivered project and sustainability of established projects. This can be deduced that product differentiation influence performance of textile projects. The fair play brought by competition affected performance of textile projects. As it increased the profitability, increased the customer base and leads to sustainability of textile projects. The product differentiation strategy to enhance performance of textile projects was stated to be niche offer brand identification, price differentiation and incorporation of attributes (quality or price). The reasons for not in textile projects that were provided included corruption and favouritism, technical process, the hard to get relevant winning government preference information, the high standard quality of work and the hard to get necessary financial support. The respondents also stated that accountability, transparency and the high quality products and services. To increase the competitive gap, the study established by adding greater value through innovation, routine and controlled visit to competitors and enhancing the overall in-house experience. The competition affected performance of the projects by the greater selection of products, lower prices, greater range of services, more advertisement, greater emphasis on customer satisfaction.

Further, the study revealed that the variable(Pearson correlation coefficient =.0.606) and p-value (0.010 < 0.05) statistically, strongly and significantly correlated to performance of textile projects in the organization at 5% level of significance as it had a positive relationship with the dependent variable. This reveals competitive environment is an important factor that can boost performance of textile projects in the organization.

This also reveals that the more competitive environment becomes the more the performance of textile projects in the organization Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of competitive environment on performance of textile projects in the organization was achieved because it established that competitive environment influenced performance of textile projects in the organization.

Conclusions

The study revealed that human resource capacity influenced performance of textile projects and employees were recruited through the employee's referrals, managers, relatives, friends, advertisements. There was little external recruitment. The employee appraisal, recruitment and hiring increase number of implemented projects by the organization though improved productivity by giving timely feedback; enabled informed personnel decisions regarding promotion, job changes, and termination; identified what was required to perform a job provided project team with the necessary knowledge and skills, project team was motivated so that project goals may be achieved and helped the project personnel know-how to perform their duties effectively.

Additionally, study results showed that the managerial skills play an important role on performance of textile projects. The senior level management attends fewer meetings affecting decision making in regard to performance of the projects. The management lacks leadership, planning and organizing skills to implement the projects. This also reveals that there is need for more managerial skills to enhance the performance of textile projects in the organization. Further, the study found out cost of capital and collateral affected performance of textile projects. The study

also established that conditions were too stringent, corruption in giving out funds, it required security and the process was too technical

Finally, the study established that competitive environment play a significant role on enhancing performance of textile. The product differentiation increased the number of the proposed projects, number of successfully completed/delivered project and sustainability of established projects. The fair play brought by competition affected performance of textile projects. As it stated to be niche offer brand identification, price differentiation and incorporation of attributes (quality or price). The reasons for not winning government preference its textile projects that were provided included corruption and favouritism, technical process, the hard to get relevant information, the high standard quality of work and the hard to get necessary financial support. The competition affected performance of the projects by the greater selection of products, lower prices, greater range of services, more advertisement, greater emphasis on customer satisfaction.

Recommendations

The study recommends for changes on employees recruitment. The employee appraisal, recruitment and hiring should be enhanced to increase number of implemented projects by the organization though improved productivity by giving timely feedback; enable informed personnel decisions regarding promotion, job changes, and termination; identified what was required to perform a job provided project team with the necessary knowledge and skills, project team to be motivated so that project goals may be achieved and helped the project personnel know-how to perform their duties effectively.

Additionally, study recommends for policy to enhance managerial skills. The management should

have adequate leadership, planning and organizing skills to implement the projects. This also reveals that there is need for more managerial skills to enhance the performance of textile projects in the organization. Further, the organization requires adequate funding to finance its projects as the cost of capital and collateral affected performance of textile projects. The impediments to access the finances such as conditions were too stringent, corruption in giving out funds, it required security and the process was too technical need to address if the any progress could be made to finance these projects in the organization.

Finally, the study recommends for the changes to be made to compete favorably in the market especially on product differentiation to increase the number of the proposed projects, number of successfully completed/delivered projects and sustainability of established projects. The fair play brought by competition can be enhanced through the niche offer brand identification, price differentiation and incorporation of attributes (quality or price).

Recommendations for Further studies

Since this study sought to establish the drivers of performance of textile projects in Kenya, it was established that from literature review that there are scanty studies available on performance of textile projects specifically in Kenya. Therefore, study recommends for similar studies to be undertaken in other textile organizations for generalization of the findings of this study. Additionally, the study did not tie the determinants as the only drivers of performance of textile projects. Thus, there is need to undertake further research to examine the other factors which could be influencing performance of textile projects in Kenya.

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